NORTHLANDS COLLEGE
BUSINESS PLAN
2016-2019

June 17, 2016

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INTRODUCTION

This year marks the second year that the Ministry has requested that the colleges present a multi year business plan. As such, you will see that this year's plan does not stray far from that which was presented last year. However, this plan does take into consideration the downturn in the national and provincial economy, specifically as it relates to labour market demand.

This Business Plan lays out our vision for the next three years and beyond. We will continue to strive to meet the education and training needs of the people of Northern Saskatchewan, but all within the fiscal realities of the day. Although we would always like to see more money invested into Saskatchewan colleges, we recognize that these are fiscally trying times, and we will manage within the overall allocation of funding to the college. However, this can only happen if colleges are given the latitude to allocate resources as they see fit to meet the needs of their region….this is severely hampered if tight restrictions (especially those which do not take into consideration the unique challenges of the north) are placed on funding.

We recognize the importance of partnerships in the development, selection and delivery of programming, and we will continue to expand the list of partners that we work with. We strive to have the programs we deliver meet the needs of northern industry so that we can ensure that training leads to employment. We also recognize that we live in a global economy and we are not relying totally upon traditional northern employers to help us alleviate the inordinately high unemployment crisis in the region. We are training our students to be successful wherever in the province, country or world they choose to go to work. We are also well aware of the barriers that limit the potential of our students, specifically the demand for Adult Basic Education in the region, and the importance this plays in the overall success of the "learning to earning" strategy.

These continue to be exciting times at Northlands College….buildings are being constructed, new programs are being offered and the number of students applying to attend programs has increased nearly four-fold. We see interest by students of all ages in our college increasing. We see our college as a place where people want to "come to", "work for" and "share in" making our vision a reality. Most importantly, we see, and feel, the attitude of the people of the north changing. Things **are** improving. There is a new sense of optimism and confidence and Northlands College is helping lead the change.

Kelvin (Toby) Greschner
President & CEO

EXECUTIVE SUMMARY

- Work within a balanced budget.
- Adheres to the fiscal restraints implemented by the province.
- Support the Saskatchewan Plan for Growth
- Implement a comprehensive planning process based on labour market data
- Introduce an Indigenization Strategy
- Develop a graduate follow up process to better transition students to jobs.
- Continue to develop the Northlands College Mine School into a world training leader in that sector, but also diverse enough to training for employment in related sectors as well
- Pursue the development of a health related training and facility plan improve the overall health of northern residents.
- Further develop the Adult Basic Education structure to improve success and meet the growing demand.
- Examine university course offerings within the broader context of other institutions in the north.
- Continue to expand technology and trades related programs, paying particular attention to ensure training leads to employment.
- Pursue a representative workforce, implement a succession plan, and become one of Saskatchewan's top 100 employers.
- Develop a robust marketing and recruitment strategy.
- Implement a state of the art IT plan.
- Continue to seek out funding and improve our facilities.
- Achieve all of these objectives in a sustainable and fiscally responsible way.

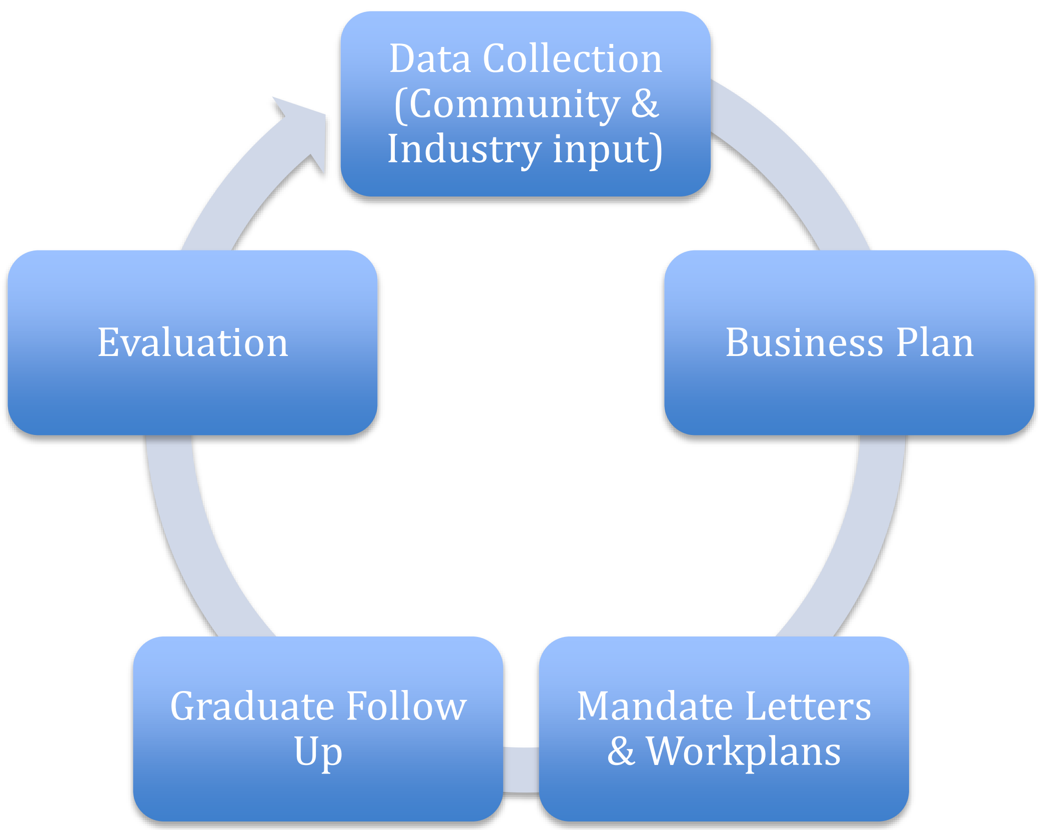
THE PLANNING CYCLE

Northlands College embraces the three-year planning cycle implemented by the Ministry last year. This will now allow our college to think beyond the historical approach of "single year" planning and to develop a process more in line with the growth and evolution of the college; the evolution to an institution of higher learning offering more advanced programming, a broader program array and all with the same rigor and credibility as any other college across the country. We are finally moving beyond the days of the community college. However, in order to do so, we hope that colleges will be given more latitude in the utilization of both administrative and program funding to better meet the unique needs of the region we serve, as well as to be able to do so in a much more efficient manner.

Good planning requires good data. To acquire the data we need to plan effectively, we will work closely with the Northern Industry Education Council that the Keewatin Career Development Corporation is developing. We anticipate the reintroduction of the Northern Regional Training Needs Assessment Report. This document, which was discontinued in 2012, was for more than decade an extremely valuable resource that collected data on many aspects of northern Saskatchewan life, including things such as education levels, health statistics, economic activity and most importantly labour market activity and projections. We have learned that during the period when the document was not produced, the data available was far too broad and not only did not provide the specific Northern Saskatchewan information we required, but also did not provide the "community by community" detail required to do effective planning. In addition, just as we need good data to plan program offerings, we also need good data to determine if our programs are successful, beyond course completion. To that end, we will be implementing a graduating tracking process, and in partnership with other institutions, this process could evolve into a job placement service as well.

Good planning also requires good communication, both in seeking information from our communities, and more importantly ensuring that communities have the information they need to make informed decisions. We will continue to visit with communities to seek input and direction, and once we have the Northern Saskatchewan Regional Training Needs Assessment Report in hand, we will use the opportunity to provide much needed information to community leaders. We believe that through this improved process requests for programming from communities will align more closely with industry needs and ultimately lead to greater employment.

The Planning Cycle



STRATEGIC PLAN

Northlands College recently completed a three-year rebuilding process. A key component of the rebuilding process was to adhere to the principles of simplicity and clarity. Our Strategic Plan was revised to follow these principles, and it is believed that in so doing the Plan will be become a useful tool for all staff to utilize as we work together on common goals.

Unlike most other colleges, Northlands College has always been more than just an institution of teaching and learning. As the legislatively mandated deliverer of post-secondary education in northern Saskatchewan, and the only educational institution whose geographical boundaries include the entire Northern Administrative District, Northlands College is looked to as an agent of social change for the region and its people. We accept this role, and welcome the challenges that this role presents. We accept the role because for the board and staff of Northlands College, northern Saskatchewan is our home. We see, and experience, on a daily basis the challenges that people face in the region. We also see, and experience, on a daily basis, the positive effect that Northlands College is having on the lives of people in our communities. This is what drives all of us. This is why our vision is broader than that which you expect from a typical college. Our vision goes beyond education and training and joins with the common vision that all of us in the north possess, it is a vision that focuses on quality of life and the success of all individuals. It is simplistic in words, but powerful in its scope and meaning.

Our plan integrates well with the *Saskatchewan Plan for Growth: Vision 2020 and Beyond*. Specifically our plan supports the following goals and activities identified in the *Plan for Growth*

- Educating, training and developing a skilled workforce.
- 60,000 more people working in Saskatchewan by 2020.
- Reduce the difference in graduation rates between Aboriginal and non-Aboriginal students by 50% by 2020.
- Lead the country in Grade 12 graduation rates by 2020
- Eliminate the current wait list for ABE
- Align programs provided by Saskatchewan's training institutes and workforce readiness activities to the current and future needs of employers in the province.
- Increase First Nation & Metis Employment.

Vision:

We see a region where everyone is inspired and encouraged to dream, learn and succeed.

In order to achieve this vision, one that is common to us all, we at Northlands College have made it our mission to do our part.

Mission:

We strive to make Northlands College a place that provides diverse education and training, in a safe welcoming place, free of barriers, and full of opportunities.

As we work through our Mission towards achieving our Vision, we will be guided by four core values.

Core Values:

1. *Excellence: We will strive to offer quality programming that is as good as or better than anywhere else in the country.*

2. *Innovation: We will aim to ensure that our students are exposed to the latest technology and we will utilize technology and non-traditional methodologies to improve the quality and diversity of instruction.*

3. *Sustainability: Everything we do will be with an eye towards the future, whether that be financial sustainability, environmental sustainability, or sustaining our workforce*

4. *Respect: All that we do must have at its very basic premise that we respect each other and treat each other fairly and with dignity, whether as individuals, cultural groups, communities or institutions.*

Strategic Priorities and Goals

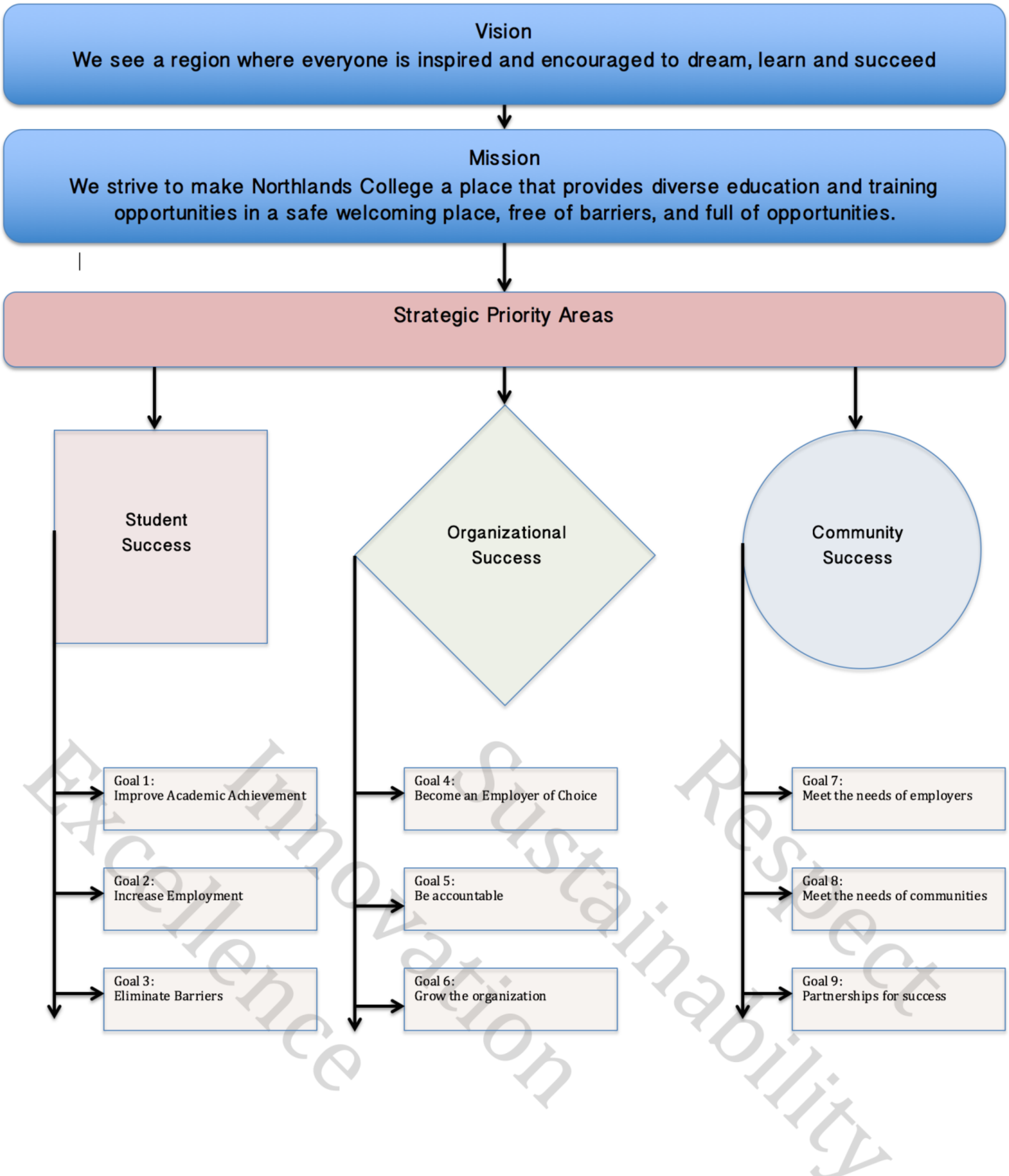
We have identified three broad strategic priority areas and co-responding Goals and Measures in each of these areas. The three strategic priority areas are; Student success, Organizational Success and Community Success.

Strategic Priority # 1: Student Success		
		Measure
Goal 1	Improve Academic Achievement	• number of students successfully completing
Goal 2	Increase Employability	• number of graduates entering the workforce
Goal 3	Eliminate Barriers	• number of students attending who previously were unable due to barriers

Strategic Priority # 2: Organizational Success		
		Measure
Goal 4	Become an Employer of Choice	• become one of Saskatchewan's top 100 employers • number of people applying for employment at the college
Goal 5	Be accountable	• reduction in administrative costs in relation to program costs • increased information to the public
Goal 6	Grow the Institution	• number and breadth of program offerings • qualitative data on student, staff and community satisfaction

Strategic Priority # 3: Community Success		
		Measure
Goal 7	Meet the Needs of Employers	• number of northerners employed in the region • less reliance on skilled workers from outside the region
Goal 8	Meet the Needs of Communities	• number of programs integrated with community development projects • increased employment levels in communities
Goal 9	Education and Training Partnerships	• number of partnerships with industry, other educational institutions or funding agencies

Strategic Plan
2016-19



NEW INITIATIVES

The Northlands College Mine School officially came into existence in July 2014. Its evolution and development will continue to be a major focus for the college for a number of years. We recognize the importance that partnerships will play in the development, funding and success of the School. Existing partners like Cameco, Areva, MTM Mining and Atlas Copco, will play a significant role, however, we are also exploring other potential industry, education and employment partners. We envision the Mine School to be more than simply a training institute; we see it as a vehicle for economic and social improvements for the people of northern Saskatchewan. With the cyclical downturn in the mining sector in mind, this year we have broadened the program offerings at the Mine School to train students not only for the mines, but also for many related occupations in other sectors.

This year we will be offering a Broadcast Media course to address an identified need in region. Nearly every community in the north has a local radio station and local TV station. There is tremendous potential for employment at these local stations as well as Missinipi Broadcasting Corporation (MBC), Aboriginal Peoples Television Network and other TV and Radio Stations throughout the province. We plan on partnering with MBC on the delivery of the program.

The Introductory Line Technician Program, which was piloted last year, was a huge success with 20 of 21 students completing the program and many finding immediate employment. We see the success of this program potentially opening doors to other partnerships with crown corporations, government agencies and industry. For the first time, SaskPower is permitting the testing normally done at its training facility in Weyburn, to be done somewhere else in the province, in La Ronge. Demand for skilled workers in this area is great, and we see the significant employment potential. It is believed that success in this field could like to similar training projects in telecommunications, energy, highways and infrastructure.

As part of an overall review of our health related training offerings, we will be exploring the possibility of offering a Dental Therapist program as well as a Dental Assistant program in future years. Demand for skilled workers in this field is extremely high, particularly in Northern Saskatchewan. These programs are very costly; additional funding and partners would need to be secured before these types of programs could be offered. An added benefit of these types of programs is that many northern Saskatchewan people, primarily children, would have ready access to dental care as part of the training process. There would be significant long term health benefits to the people of the North.

The Dental piece is only one component of an overall Health Training Strategy that we are proposing to develop over the coming year. The local health region is in the process of planning an 80 bed long term care facility. The Lac La Ronge Indian Band is planning the development of a mental health and addictions wellness center. Further, the demand for health professional across the North, especially mental health and addictions workers is great. Our goal is to see a future where the majority of these jobs are filled with well educated and highly skilled northern people.

PROGRAMMING

Northlands College classifies its program offerings in four categories: Adult Basic Education (ABE); Trades & Technical Training; Mining; and University. Within the Technical & Trades Training category are the two sub-categories of Workforce Attachment and Traditional Economies.

Adult Basic Education

Adult Basic Education is one of the biggest challenge that Northern Saskatchewan faces. Education levels are well below the provincial average, and in some communities, are some of the lowest in the country. We continue to address these challenges at Northlands College, by breaking down barriers that hinder success. The student bussing system that we introduced two years ago to the La Ronge area has had a very positive impact on student attendance, in fact, some students would not be able to attend at all without this vital transportation link. We have continued with and extended our partnership with Churchill Community High School Day Care to address some of our student's childcare needs, and we continue to explore options to deal with student housing. These are all significant challenges, but we are committed to continue to work on them.

Northlands College has wide range of course offering at the Adult Basic Education level for 2016-17. Our intent is that every student is given an opportunity to access the courses they need to pursue their career goals. This is important given that the majority of our Adult 12 graduates are pursuing post-secondary education or training upon graduation (over 90%). At the Adult 12 level, all senior Mathematics and Science courses, English and options in the Social Sciences will be offered. We continue to remain up to date with curriculum renewal. The province's updated Chemistry 30 course will be taught this fall. Furthermore, we remain committed to offering the new 20 level Environmental, Health and Physical Science courses.

Due to logistics, full senior matriculation (Adult 12) is only offered in our three campus locations. However, Northlands College will continue to make on-line educational opportunities available to students. In partnership with the Northern Lights School Division, we continue to staff one instructor at the Edcentre.ca, where students have access to an entire compliment of online courses. Further, we continue to support the General Equivalency Diploma (GED) program and now have a mobile GED Testing Lab in place. Finally, students from outside the three campus centers are encouraged to attend programs away from their home communities. Northlands College provides accommodations and other student supports to help ensure success.

Northlands College made a shift with respect to Adult 10 programming in 2015-16. The Adult 10 program is now a semesterized credit-based program that is fully aligned with the Adult 12 Program. This change has been very well received by students and staff alike. The change has allowed us to utilize our teaching staff more efficiently, in that instructors now teach in their areas of specialty at all grade program levels. This approach has given us the opportunity to have a new student intake opportunity at the Adult 10 level between semesters. Northlands College continues to see high demand for Adult 10 programming, this switch will allow us to better respond to this need.

As a Post-Secondary Institute in the North, we remain cognizant of the large geographic area we serve and as such are reminded of the demands on our financial resources. In addition to the Adult Basic Education allocation and ABE on-reserve budget allocation, Northlands College remains optimistic in our ability to leverage these resources into more programs through partnerships. Historically these partners include: Lac La Ronge Indian Band, Woodland Cree Enterprises Inc., Hatchet Lake Denesuline First Nation, Ile-a-la-Crosse School Division and the Northern Lights School Division. We will be looking to grow this list of partners going forward.

Northlands College's ABE program made the successful transition to a semester-based approach to timetabling at all three campuses a few years ago. This combined with the shift in our Adult 10 program to a credit system, makes our ABE program very similar to a high school delivery model. Our ABE set-up is such that we can be very accommodating to all student ABE needs, whether it be the student who wants to go directly into Adult 12 or one who has the time to achieve the goal of high school graduation through the traditional approach of levels 10, 20, and 30 courses. We feel that these changes to our system will improve student success while at the same time incorporating a more cost effective delivery model.

To address the needs of learners below a grade 10 level, we offer a number of Adult Essential Skills programs in various communities across the region. In addition, we continue to expand the utilization of the PLATO Learning Environment (PLE). This is a web-based learning system used at Northlands College to deliver core academic programming. This on-line Competency-based resource provides standardized curriculum and instruction and flexibility in delivery options and skill development. PLE's management system allows for rigorous data collection as well as information for targeted student interventions. It facilitates proficiency in Essential Skills and provides consistent measurable outcomes. This system has formed the basis of our new Adult Essential Skills program. It has allowed us to assess student needs and customize a learning plan based on their goals.

Northlands College recognizes that ABE needs are not only restricted to the traditional academic calendar. With this in mind, our institution will once again offer summer school. This program provides students opportunities to pick up classes they may have missed during the academic year. Furthermore, it provides applicants to post-secondary programs, trades and technical programs an opportunity to achieve credit for prerequisite secondary courses. This in turn, would help facilitate direct entry into Post-Secondary programming in the fall without delay.

University Programs

In the coming year, Northlands College will maintain the status quo for the university program offerings in northern Saskatchewan. We will offer four full university degrees, three certificates, and two diplomas that can be completed entirely in the north at our three Northlands College locations in La Ronge, Buffalo Narrows and Creighton. Our partnerships with the University of Saskatchewan and the University of Regina are the bases for our university program. We have a broad cross-section of university program opportunities for students to access a variety of career paths. However, our model of "extensive student support" though successful, is costly and is unsustainable as the number of students continues to grow. This year we will be very closely reviewing our entire university program offerings to evaluate the viability of continuing the program on a go forward basis.
We expect about 125 students to enrol in university programming this year. Programs offered are primarily from the University of Saskatchewan and University of Regina. In 2016-17 programs include Bachelor of Science in Nursing, Bachelor of Arts in Northern Studies with an advanced emphasis in either Aboriginal Public Administration or Environmental Impact Assessment, Bachelor of Arts in Sociology, Bachelor of Social Work, Pre-Professional University Studies, Business Administration Diploma, Liberal Arts Certificate and Diploma, Local Government Authority Certificate, and Public Relations Certificate.

The Bachelor of Arts in Northern Studies, is being phased out by the University of Saskatchewan in the 2016-17 academic year. We will not be accepting new students into the program and will shift our focus to supporting existing students to complete their degrees. There are approximately 20 students who will complete this degree before it is no longer available from the U of S.

We will continue to partner with the University of Saskatchewan in the delivery of the Bachelor of Science Degree Nursing Program. This program has strong demand and has been successful with 14 graduates already and an expected 20 graduates over the next two years. However, the program is expensive and has been dependent upon targeted funding to ensure that success. As we enter into the next five year agreement with the University of Saskatchewan, this targeted funding is integral to the future delivery of the program.

We are exploring new partnerships with the other regional colleges to offer more Social Work classes throughout the province. Our student numbers have remained stable in this program and we will see another one student complete a Bachelor of Social Work degree in 2016.
Pre-Professional University Studies will continue to be offered. We have students working on the first and second year of studies towards entrance to professional colleges like Law, Education, and Pharmacy/Nutrition and others working on the start of degrees like Kinesiology, Computer Science, and Commerce.

We will see our first Business Administration diploma graduates from University of Regina in fall 2016. Thanks to our existing course offerings and additional courses made available to us from the Faculty of Business Administration at Uof R and First Nations University of Canada, we are able to offer this program at little additional cost to Northlands College. We anticipate another strong cohort of students starting the program in the fall. In fall 2016, Northlands College will continue to offer the 12-week workshop series "SOS: Surviving Off-Campus Studies" through the provincial LIVE network. Partners in this project are the universities, the LIVE network, and the Ministry of Education. In winter 2017, we will also continue offering “So I’m Graduating…Now What?!” another 12-week program designed to help students make a successful transition from the classroom to the workforce. Among other topics, students learn about resume writing, the job hunt, interview skills, how to keep a job once they have it, their online reputation, and their rights as an employee.

Technical and Trades Training

Northlands College continues to offer a wide variety of technical and trades related programming. What is changing however, is “where” and “when” the programming is offered. After reviewing our past practice it became evident that there was a correlation between the two issues of “where” and “when” and the success of a program. First; programs that are located outside of one of the three campus locations are much more costly per student to offer; are very difficult to staff since instructors are not willing to relocate to isolated communities; and student enrollment is generally smaller, absenteeism higher, and success lower. Second; programs that have start dates different from the traditional academic start date of September are far less likely to attract students due to the procedures that student funding agencies follow. The majority of agencies allocate student supports in the fall. Students looking to start a program at other times during the year usually find that their funding agencies have already allocate all funding for the year. Finally, we are also finding that students benefit from, and are more likely to succeed in a campus setting since more student supports are available, and the "campus culture" also improves chances of success and exposes students to other educational opportunities. This is not to say that we will not offer programs outside the three campuses, however, we will examine the variables much more closely before committing. Our goal is to provide the best possible educational experience for students having the best chance of success.

The three-year planning cycle has been adopted. We have moved away from the duplication of program offerings (ie: the same program in two different locations at the same time), which usually resulted in small class sizes. Rather, we are relocating students to the campus that offers the program. This has worked well, and has alleviated the dilemma of underutilized student residences in Buffalo Narrows and Creighton. The Buffalo Narrows campus specializes in automotive, heavy equipment, welding and commercial cooking programs, taking advantage of the teacher expertise, equipment and facilities that exists at that location. The La Ronge Campus will focus on electrical, carpentry, plumbing, power engineering, early childhood education, licensed practical nursing, primary care paramedic and continuing care aides. These core programs are primarily all funded through the Skills Training Allocation of $2.0M

Northlands College receives funding under the budget line of Northern Skills Training (NST). This funding of nearly $1.4M is designated for uniquely Northern and emergent training needs. Considerable NST resources this year will be invested in training in the far North. With the development of the Tazi Twe hydro electric project near Black Lake, employment opportunities during the construction phase as well as the ongoing operational phase are significant for the people of the Athabasca.

We will also be using NST resources this year to offer a pilot program in the community of La Loche. The intent of the program is to target young adults who were unsuccessful in the regular K-12 system and provide them training leading to employment. The student will be taking both adult upgrading in conjunction with the SaskPolytech Tri Trades Program simultaneously. It is hope that this process will engage students and allow them the opportunity to successful complete both programs and be ready for employment at the end. If successful, we would considering offering this program in other northern communities.

The Introductory Line Technician Program was developed by Northlands College with the support of SaskPower and will be offered again this fall, and funded through NST. Demand for skilled workers in this field is very high as a number of large projects are in place to build and replace the aging electricity delivery network in this province and others. Students who complete our program can transition directly to employment and become indentured into this trade.

Workforce Attachment

We will continue to offer workforce attachment programming throughout the north during the coming year. These programs vary, are partnerships with local communities and First Nations, and are driven by community demand. For every one dollar invested by us, two dollars are generated by local communities. Programs are short, provide immediate quick skill training and are usually tied directly to employment. Cliental are those people who are just entering the workforce, and likely would not be entering the workforce at all if it were not for this type of program. In this coming year, we already have a number of requests for fire fighter training. We fund this program from the Northern Skills Training allocation. It is an important and needed program for people in many of our communities.

Traditional Economies

Although not as significant as it once was, traditional economies still do provide employment for northern people, and skill training in this area is still required. This includes training such as firearm safety, ethical trapping practices and forest harvesting techniques (mushrooms, berries etc). Offerings are demand driven and assessed as received. We utilize funding from the Northern Skills Training allocation for this as well.

Northlands College Mine School

On July 30, 2014, the Northlands College Mine School was officially launched. The creation of the Mine School not only recognizes the significant role that mining plans in the northern economy, but it also recognizes the importance that Northlands College has played, and continues to play, in providing training for jobs in the mineral sector. Northlands College has provided mine training for more than 20 years. The formation of the Mine School brings together existing programs, adds new ones, and utilizes the latest technology to provide training as good as anywhere in the world. With the broad span of skills required for mining we want to ensure we are meeting industry needs and that our training leads to employment. We also want to continuously review and maintain our existing programs so that they are up to date and align as much as possible with what would be encountered in the workplace.

Significant financial support for learning resources and capital renovation and construction costs for the Mine School were secured from the federal department of Western Economic Diversification, the International Mineral Innovation Institute and the Ministry of Advanced Education. A full discussion with respect to building renovation and construction outcome is included in the Capital section of this document.

The majority of programs offered at the mine school are funded from the Northern Skills Training budget allocation.

The Mine Engineering Technician Program (2 year diploma) is accredited by the Haileybury School of Mines in Ontario and is recognized worldwide. In 2014-15 we moved to an annual intake, thereby doubling the number of graduates each year. For fall 2016, the annual intake will not occur because recruitment and retention of students has been difficult. This break will allow us time to compare the Haileybury School of Mines program and the SaskPolytechnic Mine Engineering Technology program and make a decision on which program we will offer in fall 2017.

The Radiation and Environment Monitoring Program (1 year certificate) has been a mainstay program, along with Mine Engineering Technician. This program is accredited by Saskatchewan Polytechnic and was jointly developed by Northlands and SaskPolytechnic and we are the only institution in the province that offers this particular program, and, to the best of our knowledge, we are the only institution in the country to offer a program of this kind. This program will continue to be offered into the foreseeable future.

There continues to be high demand by students for the Underground Miner Program. This program is offered in partnership with Cameco Corporation and MTM Mining and is delivered mainly at the mine site in Rabbit Lake as well as a classroom component at the Mine School. However, with the closure of Rabbit Lake mine site and the slow-down in industry, this program will not run until industry demands increase.

The Diamond Drill Helper program will be delivered as requested provided there is demand from industry for workers. Given the length of the program and challenges in moving the diamond drill, a maximum of three intakes per year is all that is possible.

The Mine Equipment Simulator Training Program has been built into programs being offered at the Mine School. This program was developed with input from industry and in partnership with Atlas Copco. There will be continuous intake throughout this program with the target student group being existing industry employees. The program can be tailored to meet the needs of industry and student.

With feedback from industry, we are offering 3 new programs this fall. The first program is Power Engineering Technician. This is a certificate program (1 year) and is accredited by Saskatchewan Polytechnic. Students will be able to challenge the Interprovincial 4th Class exams. A shortage of certified technicians means job opportunities have never been better.

The second new program for the Mine School is Industrial Mechanics (applied certificate). Industrial Mechanics are known by other trade names (ie maintenance mechanics, millwrights or machine repairmen). This program is accredited by Saskatchewan Polytechnic.

The third new program for the Mine School is Civil Technician. This is a certificate (1 year) program that is accredited by SaskPolytechnic. With an increasing demand for people to conduct materials, soil and asphalt testing and to build and maintain the roadways, transportation systems, municipal services and other facilities that we use every day, a civil tech graduate will be in high demand.

In partnership with Cameco, we currently have a Work Place Education Program on site at McArthur River mine. The instructor provides educational and training services to employees during unpaid work time. For a variety of reasons, the number of employees utilizing this service has declined significantly during the past two years. We are currently reviewing the program for potential changes or discontinuation.

The Chemical Technician Program is a two-year program offered in conjunction with SaskPolytechnic. The first year will be delivered on campus in the Northlands College Mine School. The second year will be delivered in Saskatoon at SaskPolytechnic. This program will be delivered in the 2017-18 academic year. Once the results of the first year are assessed, the next intake will be determined. Opportunity of offering this program as a 1 year certificate program is also being looked at.

We have put into place a graduate follow up model to track Mine School graduates. We want to help the students as much as possible to gain employment, so a key aspect of this model is our industry connections. As our students graduate we compile lists of jobs available and forward resumes to prospective employers. The initial results of this model have been very good. We will further refine the model, and when ready, apply it to other technical and trades training graduates.

HUMAN RESOURCES

The organizational structure of Northlands College went through a significant change on July 1, 2014. These changes continue to be implemented, modified and fine-tuned. No significant organizational structure changes are envisioned for the upcoming year. The overall number of employees has remained relatively constant since 2012 (157), both with respect to management positions and those falling under the collective bargaining agreement. We continue to work towards finding efficiencies in administration, thereby being able to divert those “freed up” resources to growth areas in the college. However, we do realize that given the fiscal restraints we now find ourselves in, that we will need to reduce our overall staffing compliment. This will be primarily through vacancy management and we plan to reduce 5 positions this year. Any increases in instructional positions will be funded through available programming resources.

We continue to work towards achieving a representative workforce. At times, this can be a struggle, particularly for instructional positions that are difficult to recruit. We have exceeded our goal of 50% with respect to female employees, which currently sits at 58%. We will work towards increasing the percentage of Aboriginal employees (currently at 50%). As an educational institution, our efforts will focus on ensuring that more aboriginal people are trained and qualified for available positions. What we are finding is that aboriginal hires are lower not because aboriginal candidates are not successful; rather, it is because not enough qualified aboriginal candidates are applying. Furthermore, given the restrictions placed on compensation for management positions, it is difficult to retain both aboriginal and non-aboriginal employees since our pay scale simply cannot compete with that of private industry or other publically funded institutions.

Northlands College will continue to work on a succession plan for all areas of our organization. All directors and mangers are aware that this is a priority, and are asked to plan accordingly. At the senior management level, we will continue to recruit well educated northern people and place them in junior, or associate management rolls where they can learn, be mentored and grow. We feel this is the best way for the organization to sustain itself well into the future.

Northlands College will develop an Indigenization Strategy this year. One might question why an institution located in aboriginal communities, where more then 50% of the staff, and nearly 95% of the students are First Nation or Metis would even need an Indigenization Strategy. The answer however is quite simple. Our indigenization strategy does not need to focus on making Northlands College as an institution more aboriginally welcoming and aware, that is already happening simply through the people that work here, the students that attend our college and the communities in which we live and work. Rather, our indigenization strategy will focus on ensuring that those individuals who come to work, teach, or visit our college are made aware of the unique culture of the north and are supported to ensure success. A committee consisting of a cross section of staff, as well as students will be formed in the fall to begin this process.

MARKETING & COMMUNITY RELATIONS

In the fall of 2013 Northlands College embarked on an aggressive marketing campaign with the dual purpose of rebranding the college and creating public awareness. The strategy consisted of the adoption of a new logo, redesign of the college website, a new look to the student calendar as well as various print and radio advertisements, event sponsorships and signage and even a billboard. Data shows that the effort was well worth the investment with web traffic increasing significantly over this period and anecdotal evidence clearly showed brand recognition and public perception improved markedly across the north and the rest of the province. During this period a marketing coordinator, as well as an associate where hired to carry out this work.

The Phase II of the marketing strategy, while continuing with the public awareness component, but on a lesser scale, targeted student recruitment. A Student Recruitment Officer was hired mid way through last year, and given the significant increase in qualified applicants, was a very worthy investment. Statistics show that there are many potential students in the region who do not pursue post-secondary education and training opportunities. Our goal is to increase the overall number of students applying for programs. This will have a secondary goal of better informing potential students of the requirements to be accepted into programs, thereby increasing the overall quality of applicants, and greatly increasing chances of success.

A significant challenge is to improve scholarship funding, both in "raising it" and in "getting it into the hands of students". Northlands College has never secured enough scholarship donations to maximize our matching allocation from the province. Further, the amount of funds in our Scholarship Foundation is high, however, our process as it is, hinders the movement of dollars to students. The process will be improved during the coming year with the three-year goal of a sustainable, transparent and effective scholarship program that maximizes the provinces matching contribution.

SUSTAINABILITY MEASURES

Northlands College continues to live within its means. The past two years has seen significant growth in program areas, as well as many improvements in facilities. This was all done with existing resources. We are planning for more improvement in facilities, as well as additional program growth, and we will continue to do this with existing resources. Northlands College has worked hard to achieve efficiencies within our organization and reallocated resources to growth areas. We have also worked hard to develop partnerships with industry and other third party funding sources. We believe that our current, and future, program and operational plans are sound and sustainable even during this time of fiscal restraint. However, we are also positioning ourselves so that when additional resources can once again be injected back into the provincial training system that we will be well equipped, ready, willing and able to deliver.

Do in part to the switch to the PSAP accounting practice as well as the timing of funding transfers from the Ministry, we had a surplus in program funding. This surplus is being utilized in 2016-17. We anticipate that program offerings in 2017-18 will be reduced, unless program dollars from the province increase.

INFORMATION TECHNOLOGY

Significant progress has been made in the area of information technology over the past year, with considerably more work planned for the next three years. This progress can mainly be attributed to the acquisition of trained and capable staff. The IT Manager has analyzed our IT requirements well into the future, devised a comprehensive plan to implement the changes, and hired qualified staff to see it through.

Considerable investment has already been made to upgrade hardware and software for students and staff as well as improving the infrastructure. This will continue for the next three years and involves transforming the college to a single domain with standard computer images, addresses, passwords and policies.

A disaster recovery outline was created in the fall of 2014. Disaster recovery requirements were set, and the equipment, software and tools were procured in April 2015 and the plan was implemented. In July 2015, the plan was tested in "real time" due to the mandatory evacuation of our Air Ronge Head Office due to forest fires. The plan worked flawlessly, and we were able to conduct business without incident at a remote location in Saskatoon. This has now brought us into compliance with the norms expected of an institution of our size.

The announcement of bandwidth improvements by the province in the spring of 2015 was very much appreciated and all upgrades are now in place. Although bandwidth demand continues to grow as technology improves, this increase will significantly improve program deliver and the business needs of the college. We were fortunate to have a 10 year agreement with SRNet for significantly subsidized 1Gigabite bandwidth which we utilized in conjunction with our CommunityNet allocation to allow for the distance education delivery of our university programs, specifically the Degree Nursing Program. This 10 year agreement is ending in August 2016. The cos t for the same service will now jump from $500 per month to $8900 per month. We are workling closely with SRNet, the University of Saskatchewan and the Ministry to look for alternate solutions.

Construction of a Northlands College defined student database is underway. The core workflow has been defined, and an interim solution for student applications has been created. The student database will handle application and registration and with Ministry assistance, it is envisioned, that it will be fully compliant with provincial OCSM database. The goal is to have the Northlands student database update OCSM on a daily basis. The construction and integration of databases that encapsulate all aspects of student data; application, registration, attendance, marks and reporting, will be ongoing work that is expected to complete in 2017.

FACILITIES & CAPITAL

Northlands College has been very busy in 2015/16. The Ministry of Advanced Education provided funding for: renovating a large storage facility into usable classroom space ideal for trades training, reparation of the existing air handling units at the La Ronge Program Centre (Canoe), and for the modernization of electrical and fire safety at the Canoe. All of these projects are almost complete and are expected to be completed before the end of June 2016.

Northlands College contributed its own appropriated surplus to construction of the addition to the existing Mine School. The addition to the Mine School is almost complete and the New Mine School, funded by Western Economic Diversification (WD) the International Mineral and Innovation Institute (IMII) and is well underway.

One notable change to the College's Capital Plan is the removal of the Private, Public Partnership for the La Ronge Student Residence Project from the Capital Plan. Northlands College is in favour of continuing with its current model for providing student residences in its central location: utilizing operational funding designated for that purpose to sign a lease or leases with landlords in the area.

Continuing with the existing model for student housing in La Ronge ensures that some of the students can access affordable housing subsidized by a portion of the operating grant. This is a less expensive approach to construction and ownership of a College-owned and operated student residence. We are currently able to subsidize 32 students with this model. It is unlikely we could build a larger student residence and maintain it for the same or less expense.

Another noteworthy change to last year's submission is that Northlands College is shifting its focus from presenting short-term solutions for existing issues to long-term planning intended to benefit Saskatchewan. We removed construction of a new Head Office Building in favour of a relatively small expenditure that will preserve the existing building for many decades to come. Also removed from the capital plan is the addition to the Canoe and the renovation to the student lounge area for creating slightly more floor space within the existing facility.

This year, Northlands College will commit its own resources to determining how to best modify the Canoe to meet the long-term requirements for the health and prosperity for people living in the northern half of the province. This will include preliminary discussions with other potential partners and intends to present the Ministry with a Plan for the future this time next year.

The following is a list for future plans for College-owned facilities, cost estimates, and funding sources where applicable.

Priority #1A – Health and safety

1) Chemistry Lab (River Campus, Air Ronge)

Northlands College acquired the Chemistry Lab, built in 1983, as part of a donation from the Ministry of Central Services in early 2014/15. Since its acquisition, this building has been used consistently to educate students and as an office for one instructor.

The proposal submitted as a request for PMR funding lists four main areas to address in the chemistry lab:

1. fire panel upgrade and installation of other emergency fixtures;
2. replace T12 ballasts with LED fixtures;
3. improve the distribution of heat and air throughout the building; and
4. re-wiring information technology (IT) and communications equipment.

The original fire panel and alarm system in the chemistry lab is original from 1983 and will require updating to ensure more years of serviceability and reliability.

Although the fire panel and emergency fixtures appear to be the only priority #1A issues, there is an asbestos report that claims a small amount of asbestos is present in some floor and ceiling tiles in the chemistry lab. The report does preclude college staff and contractors inexperienced with working with asbestos from attempting the other requirements from happening without hiring experts in the field of asbestos assessments and removal. The asbestos report was submitted with the request for PMR funding.

Once the building is deemed safe to renovate by experts, the other items in the list are necessary and logically should become part of the priority #1A project to improve the safety and quality of education for the students. The cost estimate does include the cost for re-assessment and travel for the experts in asbestos management, as well as, all other items listed as areas to address.

Budget year: 2016/17 - $65,000 – PMR Proposal was submitted, December 1, 2015

Structural Reinforcement – Head Office (River Campus, Air Ronge)

2) Stabilizing (Mudjacking)

While stabilizing the structure of Head Office, built in the 1970s may seem like a questionable financial endeavor; however, we encourage the Ministry to consider the cost and length of time to complete the alternative option of construction of a new facility. La Ronge and area does not have a building capable of housing 30 or more administrative staff. The existing building, with the exception of its outdated electricity and crooked and shifting floors is worth the small investment now that will provide decades years of health and safety to its occupants. It is a large building that is ideally located at River Campus in Air Ronge. For these reasons alone, it is worth some investment for ongoing use well into the future.

Although the PMR does state the current building status a brief description is this: drawers are commonly kept shut with baskets of files until such time the plywood plat form the desk is currently sitting on can be re-leveled. If a person leaves a chair in certain areas of the building, they cannot expect it to be where they left it a moment early and should make eye contact with the chair prior to attempt to reseat. All filing cabinets are stabilized using shims throughout the building. Should the Ministry honour this PMR, staff at the Head Office for Northlands College would benefit for many years to come.

Budget year: 2016/17 - $245,000 – PMR Proposal was submitted December 1, 2015 and amended March 1, 2016

Structural Reinforcement – Head Office (River Campus, Air Ronge)

3) Foundation Reinforcement

Stabilizing and leveling Head Office would become a more permanent solution if the Ministry would consider investing in reinforcement of the foundation. Although Phase 1 does address the issue of the building being out of level by 4 inches end to end, the additional investment to reinforce the foundation would assure less shifting in the future and would maintain the integrity of Phase 1. We anticipate the Ministry may want to consider this investment to occur at the same time as the stabilizing and mudjacking of the building to reduce overall costs.

Budget year: 2016/17 - $250,000 – PMR Proposal was submitted December 1, 2015 and amended March 1, 2016

<u>Priority #2 – Deficient/critical shortage of space</u>

1) **Expansion Project - La Ronge Program Centre (Canoe Building)**
   Northlands College invites the Ministry of Advanced Education to consider the long-term and positive impact for growth potential that can benefit all residents in the northern half of Saskatchewan by investing in the expansion to its main training facility. The Canoe Building lacked capacity many years ago to adequately facilitate the number of students educated in central region. Northlands College continues to encourage students to seek education at one of its campuses, but recognizes that a lack of dedicated space is an ongoing issue.

   A capital plan was submitted for an additional wing to be added to the Canoe Building for approximately $5m. This dollar amount is not feasible for growth and would only capture more immediate needs. Northlands College will be committing its own resources to performing a needs assessment and to design an overall plan for an expansion that would be forward-planning and useful looking at least 20 years beyond now.

   Population growth is will increase in the northern half of the province and investment in a facility designed to offer health-related programs, child care programs, and other programs that would benefit Saskatchewan would be advisable. The expansion should be built with consideration for these fundamental needs, and provide adequate space now and well into the future.

   Budget year: 2016/17 $75,000 (College funding committed to needs assessment and pre-planning and preliminary partnership discussions)
   Budget year: 2017/18 $10m (Stamped Blueprints, soil sampling, and site preparation)
   Budget year: 2018/19 $10m (Provincial Capital Funding to be matched by partnerships with Ministries of Health and Social Services, Federal Government Grants, and Industry)

2) **Electrical Upgrade – Head Office (River Campus)**
   Head Office is a building that has been reused and retrofitted since its original construction in the 1970s as a Geo-lab to a regional library shared with Northlands College staff to what is now a building dedicated to

housing 30 staff involved in administration for the College as a whole. Currently, the electrical resources of the Head Office are inadequate for modern usage requirements. Additionally, the change in use over the year has resulted in a less than ideal electrical structure. It is advisable to consider a review and modernization of the electricity throughout the building to make the building sufficient for use well into the future.

The timing for this project would be ideal if funding from the Ministry for this project was provided at the same time as the stabilizing project mentioned above. The floor joists to the second floor of the building would be exposed and would reduce the costs for ceiling tile replacement after the extensive electrical work was completed at any other time.

Budget year: 2016/17 $30,000 (Initially part of the PMR submission December 1, 2016 but its own submission March 1, 2016)

Priority #3 – Non-critical building repair

1) **Replace Plumbing for Heating and Cooling Pipes - Buffalo Narrows Student Residence (Buffalo Narrows Campus)**
The plumbing pipes are prone to cracking and require replacement to avoid loss of heat for students residing in the Buffalo Narrows Student Residence.

Budget year: 2017/18 - $50,000

2) **Renovate Heating/Cooling System – Existing Mine School and its Addition (River Campus)**
The building now has 4 classrooms and an industrial shop used for simulator training, as well as, an office shared by instructors. The College is coming to the end of constructing the addition that includes a large state-of-the-art computer lab, a student lounge and more office space for staff. The College secured drawings and engineering to install heat recovery ventilation (HRV) units and air condition units. This project includes fresh-air exchange as well. Some rooms need heat returns and fin units as well as ductwork.

Budget year: 2017/18 - $140,000

Priority #4 – Building restoration/non-critical space shortages

1) **Capital Construction Project Regional Training Facility - Stony Rapids**

The College, in conjunction with Prince Albert Grand Council and Athabasca Economic Development Training Corporation identified the need for centralized training facilities and student residence within the Athabasca region. The College conducted a feasibility study for the construction of a Regional Training Centre and provision of student housing using funds provided by Advanced Education, Employment and Immigration. In previous years, this project listed two options for the facility: renovation of an existing warehouse at $4m or new construction worth approximately $9.7m.

With an interest in efficiency and an understanding of limited resources, the College continues to list this project in its capital plan, but intends to reduce its level of priority until planning to the budget year 2020/21.
Budget year: 2019/20 – Planning phase $250,000

Budget year: 2020/21 – Renovation $5m

(in the thousands)	Priority #	2016-2017 Budget	2017-2018 Budget	2018-2019 Budget	2019-2020 Budget	2020-2021 Budget
Land Improvements:						
Create Student Parking - Buffalo Narrows Student Residence	n/a		$30			
Buildings:						
Chemistry Lab – Fire panel and Emergency Fixture Upgrade, Asbestos Re-assessment (PMR request submitted Dec 1, 2015)	1A	$65				
Head Office – Structural Reinforcement Phase 1 - Stabilizing (Mudjacking) (Initial PMR request submitted Dec 1, 2015; modified submission March 1, 2016)	1A	$245				
Head Office - Structural Reinforcement Phase 2 – Reinforcing Foundation (Initial PMR request submitted Dec 1, 2015; modified submission March 1, 2016)	1A	$250				
Head Office – Electrical Upgrade	2	$30				
La Ronge Program Centre – Expansion Project	2	$75	$10,000	$10,000		
Replace Plumbing for Heating and Cooling Pipes - Buffalo Narrows Student Residence	3		$50			
Renovate Heating/Cooling System - Mine School and Addition	3		$140			
Capital Construction, Regional Training Facility – Stony Rapids	4				$250	$5,000
TOTAL (in the thousands)		**$665**	**$10,220**	**$10,000**	**$250**	**$5,000**

FINANCIAL PLAN

Part A – Projected Business Plan Financial Statements and Key Assumptions:

The projected total operating expenses for the 2016/17 and 2017/18 fiscal years before depreciation are approximately $10,451,419 and $9,305,899 respectively with an Operating Grant in the amount of $6.5m. The difference between the Operating Grant and the projected expenses in 2016/17 is offset by allocating proportional and specific costs to some programs such as: student services, classroom rent, and information technology. Approximately $1.2m each year is brought in through administration fees paid by partners. Despite implementing administrative efficiencies and not filling vacant positions, the

$400,000 reduction to operational expenses projected over the next two years realizes a small surplus in 2016/17 of $267,501 but will become a deficit of $980,645 in 2017/18 without consideration for depreciation.

To avoid financial hardship in 2016/17, the costing model remains the same for all funding that is not Skill Training Allocation (STA) from the Ministry of Advanced Education. The Deficit in 2017/18 demonstrates the assumption and understanding that the Ministries will likely move toward adopting the STA costing model across all sources of funding provided by the Ministry of Economy.

There will be some decisions made in 2016/17 at Northlands College to minimize the projected deficit in 2017/18 caused by the changing model for costing and potential salary increases. Loss of jobs and a reduction to services for students should be anticipated.

The key assumptions regarding partnerships in this budget include:

	2015/16	2016/17	2017/18
Partnership Estimates			
Cameco	70,000	80,000	-
MCRHRA	104,167	-	-
NCQ	90,000	-	-
Other Potential Partners	765,000	765,000	765,000
PBCN	420,000	655,511	500,000
PAGC	-	50,000	-
WCREE	82,667	-	-
	1,531,834	1,550,511	1,265,000

The College is in discussions with partnerships outside of the above list, with a focus on expanding training for mine-related, health, and technology and trades programming that will result in employment for its students.

Part B – Financial Impacts of the Identifiable Risks:
There are two assumptions that will potentially become significant financial risks for Northlands College.

One assumption is that the Ministries of Advanced Education and Economy will provide the same amount of funding through 2017/18 with a 0% and 1.5% wage increase expected in 2016/17 and 2017/18 respectively. With salaries and benefits accounting for approximately 57% of the total cost for operations and training combined, any increase to salaries without a subsequent and equivalent increase to operating grant will result in deficit.

The second assumption is that the Ministries will enforce the same cost eligibility model as was clarified for the Skill Training Allocation (STA) source of funding in 2015/16.

The Directors for Northlands College have been working on strategies to lower administrative costs without reducing services to students and job loss. Should both assumptions become reality, the savings currently anticipated from existing strategies, will be insufficient to sustain the College financially and some more extensive and drastic decisions will be made during 2016/17 to avoid the $1m deficit anticipated in 2017/18.

An additional assumption for the fiscal year 2017/18 is that there will be no deficits in grants provided for the purpose of training by the Ministry of Economy.

Part C – Surplus Management/Deficit Management Plan:

Surplus Management

All projects funded by internally restricted appropriations are implemented with prior and formal approval from the Board of Directors for Northlands College. Northlands College committed to reducing its internally restricted appropriated surplus over the past few years by contributing $500,000 to renovating facilities into usable classroom space. The Board for Northlands College also committed and spent $170,000 on a Disaster Recovery Plan. No additional commitments or appropriations are expected for 2016/17.

The total appropriated portion of surpluses for the 2015/16 and 2016/17 will remain at $320,422 with the expectation it may be needed in 2017/18 to sustain operations. The following paragraphs list the anticipated activities for the Internally Restricted Appropriations for the fiscal years ending June 30, 2016, 2017 and 2018 respectively.

- Capital Purchase Appropriation**:** for the replacement or purchasing of capital equipment needed.
  Estimated balance June 30/16 = $103,024
  Estimated balance June 30/17 = $103,024
  Estimated balance June 30/18 = nil

- Building Capital Appropriation: for the potential to purchase or improve the capital value of existing buildings.
  Estimated balance June 30/16 = $175,000
  Estimated balance June 30/17 = $175,000

Estimated balance June 30/18 = nil

- Building/Equipment Maintenance Appropriation: for minor capital projects and ongoing building and equipment maintenance beyond the operational budgets.
  Estimated balance June 30/16 = $1,608
  Estimated balance June 30/17 = $1,608
  Estimated balance June 30/18 = nil

- Information Technology Appropriation: to set up networks, replace computer equipment and upgrade software.
  Estimated balance June 30/16 = $21,131
  Estimated balance June 30/17 = $21,131
  Estimated balance June 30/18 = nil

- Training and Education Appropriation: training initiatives as directed by the Board.
  Estimated balance June 30/16 = $19,659
  Estimated balance June 30/17 = $19,659
  Estimated balance June 30/18 = nil

Deficit Management

The Directors meet regularly to review programs and spending activities throughout the Northlands College. Signing authorities are provided with monthly financial statements for review. Twice per year, the signing authorities are required to submit a signed copy of the financial information to their Director for review and signature to be filed in the accounting department for audit.

The Board for Northlands College reviews operational financial reports at each meeting in addition to an overview of programming activity. The College will provide quarterly financial reports with up-to-date information about actual spending, budgeted spending, and projected spending to the Ministry of Advanced Education to ensure it is aware of the College's progress in deficit management. The Board for Northlands College will review the same quarterly reports.

The clarification for eligible expenses to the Skill Training Allocation (STA) source of funding from the Ministry of Economy assures a significant deficit should the Ministry proceed with the same application to other sources of funds. The anticipated deficit in 1217/18 requires the Directors and the Board for Northlands College to implement efficiencies and cost savings in student residences, administration, and student support services over the next fiscal year.

APPENDIX A

Statement 1

Northlands College
Projected Statement of Financial Position
as at June 30, 2017

	Forecast June 30 2018	**Budget June 30 2017**	Budget June 30 2016	Estimated June 30 2016	Actual June 30 2015
Financial Assets					
Cash and cash equivalents	$ 2,220,293	**$ 2,782,565**	$ 5,412,647	$ 5,849,618	$ 5,969,444
Accounts receivable	495,100	**459,100**	836,998	607,892	1,351,977
Inventories for resale	-	**-**	-	-	-
Portfolio investments	-	**-**	-	-	-
Total Financial Assets	2,679,393	**3,241,665**	6,249,645	6,457,510	7,321,421
Liabilities					
Bank indebtedness	-	**-**	-	-	-
Accrued salaries and benefits	821,025	**821,025**	821,025	821,025	651,315
Accounts payable and accrued liabilities	750,000	**750,000**	3,047,868	867,642	1,625,027
Deferred revenue	-	**-**	96,415	16,903	317,706
Liability for employee future benefits	286,941	**282,700**	282,700	282,700	282,700
Long-term debt	215,037	**331,598**	120,046	455,367	333,739
Total Financial Assets	2,073,003	**2,185,323**	4,368,054	2,443,637	3,210,487
Net Financial Assets (Net Debt)	606,390	**1,056,342**	1,881,591	4,013,873	4,110,934
Non-Financial Assets					
Tangible capital assets	4,458,106	**4,870,502**	4,468,330	3,668,071	3,912,079
Inventory of supplies for consumption	65,912	**65,912**	65,912	65,912	103,635
Prepaid expenses	60,599	**60,599**	60,599	60,599	281,896
Total Non-Financial Assets	4,584,617	**4,997,013**	4,594,841	3,794,582	4,297,610
Accumulated Surplus	$ 5,191,007	**$ 6,053,355**	$ 6,476,432	$ 7,808,455	8,408,544
Accumulated Surplus is comprised of:					
Accumulated surplus from operations	$ 5,191,007	**$ 6,053,355**	$ 6,476,432	$ 7,808,455	8,408,544
			-		
Total Accumulated Surplus	$ 5,191,007	**$ 6,053,355**	$ 6,476,432	$ 7,808,455	$ 8,408,544

Statement 2

Northlands College
Projected Statement of Operations and Accumulated Surplus (Deficit)
for the year ended June 30, 2017

	2018 Forecast	**2017 Budget**	2016 Budget	2016 Estimated	2015 Actual
Revenues (Schedule 2)					
Provincial government					
Grants	$ 12,875,800	**$ 13,009,800**	$ 12,750,135	$ 13,412,707	$ 12,968,137
Other	484,759	**943,776**	1,002,865	862,094	1,596,542
Federal government					
Grants	-	**160,165**	-	621,613	266,326
Other	-	**-**	-	-	-
Other revenue					
Administrative recoveries	713,795	**558,110**	369,000	465,900	226,279
Contracts	3,453,095	**1,884,051**	1,733,650	2,094,858	2,371,777
Interest	42,800	**42,800**	76,913	47,850	67,554
Rents	143,475	**449,830**	616,961	172,921	171,905
Resale items	-	**438,838**	254,500	297,616	360,322
Tuitions	312,000	**806,510**	1,739,025	779,533	1,121,149
Donations	65,000	**38,000**	40,000	33,510	32,482
Other	1,644,693	**1,240,428**	1,659,311	1,803,003	1,594,217
Total revenues	19,735,417	**19,572,308**	20,242,360	20,591,605	20,776,690
Expenses (Schedule 3)					
General	8,245,629	**8,217,354**	8,132,555	7,849,481	7,995,297
Skills training	6,507,000	**6,699,966**	6,228,029	5,934,839	5,508,707
Basic education	3,215,001	**2,975,000**	3,254,367	3,253,536	3,090,463
Services	733,686	**1,199,292**	974,028	1,003,692	2,054,304
University	1,436,287	**1,342,036**	2,383,726	2,057,567	995,856
Scholarships	68,500	**84,000**	132,500	125,614	83,584
Development	-	**-**	-	-	-
Student housing	814,743	**809,760**	982,899	966,964	919,825
Total expenses	21,020,846	**21,327,408**	22,088,104	21,191,693	20,648,036
Surplus (Deficit) for the Year from Operations	(1,285,429)	**(1,755,100)**	(1,845,744)	(600,089)	128,654
Accumulated Surplus (Deficit), Beginning of Year	6,476,436	**7,808,455**	8,322,180	8,408,544	8,279,890
Accumulated Surplus (Deficit), End of Year	$ 5,191,007	**$ 6,053,355**	$ 6,476,436	$ 7,808,455	$ 8,408,544

Statement 3

Northlands College
Projected Statement of Changes in Net Financial Assets (Net Debt)
as at June 30, 2017

	2017 Budget	2016 Budget	2016 Estimated	2015 Actual
Net Financial Assets (Net Debt), Beginning of Year	**$ 4,013,873**	$ 3,708,401	$ 4,110,934	$ 4,635,564
Surplus (Deficit) for the Year from Operations	**(1,755,100)**	(1,845,744)	(600,089)	128,654
Acquisition of tangible capital assets	**(2,209,780)**	(789,342)	(570,061)	(816,053)
Proceeds on disposal of tangible capital assets	**-**	-	-	-
Net loss (gain) on disposal of tangible capital assets	**-**	-	-	-
Write-down of tangible capital assets	**-**	-	-	-
Amortization of tangible capital assets	**748,329**	808,277	814,069	781,107
Contributed tangible assets	**-**	-	-	(425,000)
Acquisition of inventory of supplies for consumption	**(65,912)**	-	(65,912)	(103,628)
Acquisition of prepaid expenses	**(60,599)**	-	(60,599)	(281,896)
Consumption of supplies inventory	**103,635**	-	103,635	94,733
Use of prepaid expenses	**281,896**	-	281,896	97,453
	1,056,342	1,881,592	(97,061)	(524,630)
Change in Net Financial Assets (Net Debt)	**(2,957,531)**	(1,826,809)	(97,601)	(524,630)
Net Financial Assets (Net Debt), End of Year	**$ 1,056,342**	$ 1,881,591	$ 4,013,873	$ 4,110,934

Statement 4

Northlands College
Projected Statement of Cash Flows
for the year ended June 30, 2017

	Budget 2017	Budget 2016	Estimated 2016	Actual 2015
Operating Activities				
Surplus (deficit) for the year from operations	**$ (1,755,100)**	$ (1,845,744)	$ (600,089)	$ 128,654
Non-cash items included in surplus (deficit)				
Amortization of tangible capital assets	**748,329**	808,277	814,069	781,107
Contributed Capital Assets	**-**	-	-	(425,000)
Changes in non-cash working capital				
(Increase) decrease in accounts receivable	**377,898**	(307,537)	744,085	471,427
Decrease (increase) in inventories for resale				
(Decrease) increase in accrued salaries and benefits	**-**	-	169,710	(86,100)
Increase (decrease) in accounts payable and accrued liabilities	**(2,297,868)**	1,458,132	(757,385)	(1,422,841)
Increase (decrease) in deferred revenue	**(96,415)**	40,000	(300,803)	(50,489)
Increase (Decrease) in Liability for Employee Future Benefits	**-**	-	-	19,800
Decrease (increase) in inventory of supplies for consumption	**-**	-	37,723	(8,895)
Decrease (increase) in prepaid expenses	**-**	-	221,297	(184,443)
Cash Provided (Used) by Operating Activities	**(3,023,156)**	153,128	328,607	(776,780)
Capital Activities				
Cash used to acquire tangible capital assets	**-**	(789,343)	(570,061)	(816,053)
Proceeds on disposal of tangible capital assets	**-**	-	-	-
Cash Provided (Used) by Capital Activities	**-**	(789,343)	(570,061)	(816,053)
Investing Activities				
Cash used to acquire portfolio investments				
Proceeds from disposal of portfolio investments				
Cash Provided (Used) by Investing Activities				
Financing Activities				
Proceeds from issuance of long-term debt	**82,996**	-	245,991	154,158
Repayment of long-term debt	**(126,893)**	(62,659)	(124,363)	(63,454)
Cash Provided (Used) by Financing Activities	**(43,897)**	(62,659)	121,628	90,704
Increase (Decrease) in Cash and Cash equivalents	**(3,067,053)**	(698,874)	(119,826)	(1,502,129)
Cash and Cash Equivalents, Beginning of Year	**5,849,618**	5,969,444	5,969,444	7,471,574
Cash and Cash Equivalents, End of Year	**$ 2,782,565**	$ 5,270,570	$ 5,849,618	$ 5,969,445
Represented on the Financial Statements as:				
Cash and cash equivalents	**$ 2,782,565**	$ 5,412,647	$ 5,849,618	$ 5,969,445
Bank indebtedness	**-**	-	-	-
Cash and Cash Equivalents, End of Year	**$ 2,782,565**	$ 5,412,647	$ 5,849,618	$ 5,969,445

Schedule 1

Northlands College
Projected Schedule of Revenues and Expenses by Function
for the year ended June 30, 2017

	2017 Projected											**2017**	2016	2016	2015
	General	Skills Training		Basic Education		Services		University	Scholarships	Development	Student Housing				
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit				**Budget**	Budget	Estimated	Actual
Revenues (Schedule 2)															
Provincial government	$ 6,481,075	$ 2,887,984	$ 367,000	$ 1,935,000	$ 280,000	$ 66,000	$ 449,018	$ 778,214	$ 33,000	$ -	$ 676,285	**$ 13,953,576**	$ 13,753,000	$ 14,274,801	$ 14,564,679
Federal government	-	-	-	-	-	-	-	-	-	160,165	-	**160,165**	-	621,613	266,326
Other	1,492,620	1,491,959	367,000	240,000	85,000	165,783	433,490	515,629	38,800	484,811	143,475	**5,458,567**	6,489,360	5,695,191	5,945,685
Total Revenues	7,973,695	4,379,943	734,000	2,175,000	365,000	231,783	882,508	1,293,843	71,800	644,976	819,760	**19,572,308**	20,242,360	20,591,605	20,776,690
Expenses (Schedule 3)															
Agency contracts	282,150	1,848,392	582,000	375,061	80,000	85,000	-	170,954	-	-	133,475	**3,557,032**	4,142,831	3,273,658	3,583,560
Amortization	748,329	-	-	-	-	-	-	-	-	-	-	**748,329**	808,277	814,069	781,107
Equipment	264,235	135,049	330,418	25,000	50,000	-	15,500	47,274	-	-	3,700	**871,176**	541,647	519,489	644,404
Facilities	890,681	225,000	55,000	162,564	50,000	-	-	75,282	-	-	394,866	**1,853,393**	1,816,839	2,068,528	1,602,819
Information technology	323,291	76,564	28,243	94,463	4,385	-	-	53,000	-	-	-	**579,946**	357,464	516,002	436,181
Operating	1,168,481	995,476	217,461	227,798	94,657	231,783	32,900	226,013	84,000	-	19,378	**3,297,947**	3,617,854	3,316,543	3,198,638
Personal services	4,540,187	1,777,425	428,938	1,525,113	285,959	-	834,108	769,513	-	-	258,341	**10,419,584**	10,803,191	10,684,002	10,401,327
Total Expenses	8,217,354	5,057,906	1,642,060	2,409,999	565,000	316,783	882,508	1,342,036	84,000	-	809,760	**21,327,407**	22,088,103	21,192,291	20,648,036
Surplus (Deficit) for the year	$ (243,659)	$ (677,964)	$ (908,060)	$ (234,999)	$ (200,000)	$ (85,000)	$ -	$ (48,193)	$ (12,200)	$ 644,976	$ 10,000	**$ (1,755,099)**	$ (1,845,743)	$ (600,686)	$ 128,654

Schedule 2

Northlands College
Projected Schedule of Revenues by Function
for the year ended June 30, 2017

	2017 Projected Revenues											**2017**	2016	2016	2015
	General	Skills Training		Basic Education		Services		University	Scholarships	Development	Student Housing	**Total Revenues Budget**	Total Revenues Budget	Total Revenues Estimated	Total Revenues Actual
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit							
Provincial Government															
Advanced Education/ Economy															
Operating grants	$ 5,226,299	$ -	$ -	$ -	$ -	$ -	$ 449,018	$ 211,198	$ -	$ -	$ 676,285	$ 6,562,800	$ 6,562,800	$ 6,562,800	$ 6,515,300
Program grants	210,000	2,887,984	367,000	1,935,000	280,000	66,000	-	567,016	-	-	-	6,313,000	6,162,335	6,629,907	6,210,837
Capital grants	134,000	-	-	-	-	-	-	-	-	-	-	134,000	25,000	220,000	242,000
	5,570,299	2,887,984	367,000	1,935,000	280,000	66,000	449,018	778,214	-	-	676,285	13,009,800	12,750,135	13,412,707	12,968,137
Contracts	-	-	-	-	-	-	-	-	-	-	-	-	294,362	-	-
Other	910,776	-	-	-	-	-	-	-	33,000	-	-	943,776	616,503	460,748	607,280
	6,481,075	2,887,984	367,000	1,935,000	280,000	66,000	449,018	778,214	33,000	-	676,285	13,953,576	13,661,000	13,873,455	13,575,417
Other provincial	-	-	-	-	-	-	-	-	-	-	-	-	92,000	401,346	989,262
Total Provincial	6,481,075	2,887,984	367,000	1,935,000	280,000	66,000	449,018	778,214	33,000	-	676,285	13,953,576	13,753,000	14,274,801	14,564,679
Federal Government															
Operating grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Program grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital grants	-	-	-	-	-	-	-	-	-	160,165	-	160,165	-	621,613	266,326
Other Federal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Federal	-	-	-	-	-	-	-	-	-	160,165	-	160,165	-	621,613	266,326
Other Revenue															
Admin recovery	558,110	-	-	-	-	-	-	-	-	-	-	558,110	369,000	465,900	226,279
Contracts	50,000	298,511	367,000	240,000	85,000	-	-	358,729	-	484,811	-	1,884,051	1,733,650	2,094,858	2,371,777
Interest	42,000	-	-	-	-	-	-	-	800	-	-	42,800	76,913	47,850	67,554
Rents	306,355	-	-	-	-	-	-	-	-	-	143,475	449,830	616,961	172,921	171,905
Resale items	45,000	393,838	-	-	-	-	-	-	-	-	-	438,838	254,500	297,616	360,322
Tuitions	-	799,610	-	-	-	-	-	6,900	-	-	-	806,510	1,739,025	779,533	1,121,149
Donations	-	-	-	-	-	-	-	-	38,000	-	-	38,000	40,000	33,510	32,482
Other	491,155	-	-	-	-	165,783	433,490	150,000	-	-	-	1,240,428	1,659,311	1,803,003	1,594,217
Total Other	1,492,620	1,491,959	367,000	240,000	85,000	165,783	433,490	515,629	38,800	484,811	143,475	5,458,567	6,489,360	5,695,191	5,945,685
Total Revenues	$7,973,695	$ 4,379,943	$ 734,000	$2,175,000	$365,000	$ 231,783	$ 882,508	$ 1,293,843	$ 71,800	$ 644,976	$ 819,760	$19,572,308	$20,242,360	$ 20,591,605	$20,776,690

Schedule 3

Northlands College
Projected Schedule of Expenses by Function
for the year ended June 30, 2017

	2017 Projected Expenses											**2017**	2016	2016	2015
	General	Skills Training		Basic Education		Services		University	Scholarships	Development	Student	**Total**	Total	Total	Total
	(Schedule 4)					Learner					Housing	**Expenses**	Expenses	Expenses	Expenses
		Credit	Non-credit	Credit	Non-credit	Support	Counsel	Credit				**Budget**	Budget	Estimated	Actual
Agency Contracts															
Contracts	$ 282,150	$ 1,848,392	$ 582,000	$ 375,061	$ 80,000	$ 85,000	$ -	$ 170,954	$ -	$ -	$ 133,475	$ 3,557,032	$ 4,142,831	$ 3,273,658	$ 3,583,560
Instructors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	282,150	1,848,392	582,000	375,061	80,000	85,000	-	170,954	-	-	133,475	3,557,032	4,142,831	3,273,658	3,583,560
Amortization	748,329	-	-	-	-	-	-	-	-	-	-	748,329	808,277	814,069	781,107
Equipment															
Equipment (non-capital)	119,300	97,920	-	-	-	-	500	1,050	-	-	1,700	220,470	166,403	166,403	114,284
Rental	120,935	37,129	330,418	25,000	50,000	-	15,000	34,224	-	-	-	612,706	354,744	308,862	514,762
Repairs and maintenance	24,000	-	-	-	-	-	-	12,000	-	-	2,000	38,000	20,500	44,224	15,358
	264,235	135,049	330,418	25,000	50,000	-	15,500	47,274	-	-	3,700	871,176	541,647	519,489	644,404
Facilities															
Building supplies	21,500	-	-	-	-	-	-	-	-	-	13,700	35,200	32,250	16,722	47,798
Grounds	27,200	10,000	-	-	-	-	-	-	-	-	2,000	39,200	85,533	14,691	70,329
Janitorial	172,716	15,000	15,000	35,000	-	-	-	-	-	-	7,500	245,216	179,201	143,941	145,580
Rental	281,762	135,000	35,000	127,564	50,000	-	-	75,282	-	-	298,166	1,002,774	979,364	1,259,997	969,502
Repairs & maintenance build	169,000	25,000	-	-	-	-	-	-	-	-	42,500	236,500	182,764	419,370	186,055
Utilities	218,503	40,000	5,000	-	-	-	-	-	-	-	31,000	294,503	357,727	213,807	183,555
	890,681	225,000	55,000	162,564	50,000	-	-	75,282	-	-	394,866	1,853,393	1,816,839	2,068,528	1,602,819
Information Technology															
Computer services	108,500	-	-	-	-	-	-	-	-	-	-	108,500	45,220	49,235	45,149
Data communications	124,512	29,188	3,243	23,026	2,558	-	-	41,000	-	-	-	223,527	14,672	26,134	12,443
Equipment (non-capital)	12,500	-	-	-	-	-	-	-	-	-	-	12,500	1,000	105,355	102,652
Materials & supplies	7,500	-	-	-	-	-	-	-	-	-	-	7,500	1,000	3,810	49,551
Rental	1,200	47,376	25,000	16,438	1,826	-	-	12,000	-	-	-	103,840	139,918	147,465	114,706
Repairs & maintenance build	500	-	-	-	-	-	-	-	-	-	-	500	5,500	7,841	5,437
Software (non-capital)	68,579	-	-	55,000	-	-	-	-	-	-	-	123,579	150,154	176,162	106,243
	323,291	76,564	28,243	94,463	4,385	-	-	53,000	-	-	-	579,946	357,464	516,002	436,181
Operating															
Advertising	56,000	35,264	25,180	30,100	12,209	-	-	3,725	-	-	-	162,478	118,250	87,436	120,381
Association fees & dues	40,880	-	-	-	-	-	-	130	-	-	-	41,010	42,095	41,561	42,887
Bad debts	-	-	-	-	-	-	-	-	-	-	-	-	14,763	45,706	17,648
Financial services	22,228	-	-	-	-	-	-	-	-	-	-	22,228	12,775	18,000	16,350
In-service (includes PD)	97,909	3,520	720	3,600	480	-	4,500	-	-	-	-	110,729	330,205	260,157	170,338
Insurance	232,868	-	-	-	-	-	-	-	-	-	6,306	239,174	148,820	239,174	114,353
Materials & supplies	73,650	227,444	126,561	127,262	66,968	-	-	5,500	-	-	200	627,585	793,766	664,369	753,287
Postage, freight & courier	28,400	1,500	-	-	-	-	-	800	-	-	-	30,700	138,015	64,946	45,861
Printing & copying	29,050	10,200	-	12,000	-	-	1,800	16,338	-	-	-	69,388	146,900	92,170	91,933
Professional services	135,000	-	-	-	-	-	-	-	-	-	10,000	145,000	82,258	310,987	265,074
Resale items	45,000	393,838	-	-	-	-	-	-	-	-	-	438,838	463,066	297,616	322,561
Subscriptions	3,718	-	-	-	-	-	-	-	-	-	-	3,718	8,150	6,963	6,361
Telephone & fax	42,704	14,016	-	8,768	6,500	-	6,600	6,036	-	-	1,572	86,196	215,035	139,879	147,223
Travel	261,949	301,694	65,000	42,068	8,500	231,784	20,000	187,284	-	-	1,300	1,119,579	732,356	779,739	794,684
Other	99,125	8,000	-	4,000	-	-	-	6,200	84,000	-	-	201,325	371,400	267,839	289,697
	1,168,481	995,476	217,461	227,798	94,657	231,784	32,900	226,013	84,000	-	19,378	3,297,948	3,617,854	3,316,543	3,198,638
Personal Services															
Honoraria	29,877	-	-	-	-	-	-	-	-	-	-	29,877	33,210	37,119	14,625
Salaries	3,743,417	1,477,548	365,832	1,300,736	243,888	-	712,175	651,226	-	-	204,144	8,698,966	8,637,473	8,644,787	8,899,126
Other	114,000	45,000	-	-	-	-	-	6,500	-	-	12,000	177,500	334,924	510,870	50,400
Employee benefits	652,893	254,877	63,106	224,377	42,071	-	121,933	111,787	-	-	42,197	1,513,241	1,797,584	1,491,226	1,437,176
	4,540,187	1,777,425	428,938	1,525,113	285,959	-	834,108	769,513	-	-	258,341	10,419,584	10,803,191	10,684,002	10,401,327
Total Expenses	$ 8,217,354	$ 5,057,906	$1,642,060	$2,409,999	$ 565,000	$ 316,784	$882,508	$ 1,342,036	$ 84,000	$ -	$809,760	$ 21,327,408	$ 22,088,103	$ 21,192,291	$ 20,648,036

Schedule 4

Northlands College
Projected Schedule of General Expenses by Functional Area
for the year ended June 30, 2017

	2017 Projected General				**2017**	2016	2016	2015
	Governance	Operating and Administration	Facilities and Equipment	Information Technology	**Total General Budget**	Total General Budget	Total General Estimated	Total General Actual
Agency Contracts								
Contracts	$ -	$ 180,500	$ 76,650	$ 25,000	$ 282,150	$ 119,360	$ 96,119	$ 216,208
Instructors	-	-	-	-	-	-	-	-
	-	180,500	76,650	25,000	282,150	119,360	96,119	216,208
Amortization	-	-	680,326	68,003	748,329	808,277	814,069	724,360
Equipment								
Equipment (non-capital)	-	22,500	30,000	66,800	119,300	122,525	68,538	59,793
Rental	-	32,600	82,335	6,000	120,935	198,653	201,934	201,934
Repairs and maintenance	-	-	24,000	-	24,000	20,500	7,623	9,623
	-	55,100	136,335	72,800	264,235	341,678	278,095	271,350
Facilities								
Building supplies	-	2,500	19,000	-	21,500	19,000	19,000	39,028
Grounds	-	-	27,200	-	27,200	39,700	15,357	48,985
Janitorial	-	-	172,716	-	172,716	145,832	145,832	142,705
Rental	-	-	281,762	-	281,762	304,929	261,748	261,748
Repairs & maintenance building	-	-	169,000	-	169,000	120,732	81,000	144,848
Utilities	-	-	218,503	-	218,503	204,762	204,762	139,448
	-	2,500	888,181	-	890,681	834,955	727,699	776,762
Information Technology								
Computer services	-	77,500	-	31,000	108,500	45,220	45,220	44,666
Data communications	-	-	-	124,512	124,512	14,672	14,672	12,443
Equipment (non-capital)	-	2,500	-	10,000	12,500	1,000	61,000	82,979
Materials & supplies	-	-	-	7,500	7,500	1,000	1,000	49,551
Rental	-	-	-	1,200	1,200	1,200	1,200	2,491
Repairs & maintenance building	-	-	-	500	500	500	500	5,437
Software (non-capital)	-	11,600	-	56,979	68,579	83,345	54,557	47,108
	-	91,600	-	231,691	323,291	146,937	178,149	244,675
Operating								
Advertising	-	55,500	500	-	56,000	54,000	54,000	51,218
Association fees & dues	38,450	2,430	-	-	40,880	40,475	40,475	41,343
Bad debts	-	-	-	-	-	14,763	14,763	15,948
Financial services	-	10,426	11,802	-	22,228	12,775	12,775	16,350
In-service (includes PD)	9,200	82,449	-	6,260	97,909	167,716	167,716	96,975
Insurance	11,813	47,177	173,878	-	232,868	131,544	131,544	107,313
Materials & supplies	200	72,450	500	500	73,650	67,950	67,950	51,943
Postage, freight & courier	20	27,180	500	700	28,400	30,650	30,650	24,575
Printing & copying	-	29,050	-	-	29,050	30,900	30,900	35,222
Professional services	-	135,000	-	-	135,000	82,258	82,258	263,694
Resale items	-	45,000	-	-	45,000	27,000	27,000	40,172
Subscriptions	-	3,283	-	435	3,718	3,900	3,900	3,460
Telephone & fax	4,560	31,524	1,980	4,640	42,704	121,888	121,888	122,157
Travel	44,216	193,773	4,760	19,200	261,949	307,896	268,783	285,460
Other	7,500	90,600	500	525	99,125	119,050	198,744	154,888
	115,959	825,842	194,420	32,260	1,168,481	1,212,765	1,253,346	1,310,718
Personal Services								
Honoraria	29,877	-	-	-	29,877	33,210	37,119	3,717,806
Salaries	-	3,197,960	291,160	254,297	3,743,417	3,890,772	3,850,078	37,586
Other	-	87,500	20,000	6,500	114,000	41,000	57,836	14,625
Employee benefits	896	551,594	55,201	45,202	652,893	703,605	556,971	681,207
	30,773	3,837,054	366,361	305,999	4,540,187	4,668,587	4,502,004	4,451,224
Total General Expenses	$ 146,732	$ 4,992,596	$ 2,342,273	$ 735,753	$ 8,217,354	$ 8,132,561	$ 7,849,481	$ 7,995,297

Schedule 5

Northlands College
Projected Schedule of Accumulated Surplus
for the year ended June 30, 2017

	June 30 2015 Actual	June 30 2016 Estimated	June 30 2016 Budget	Additions During the Year	Reductions During the Year	**June 30 2017 Budget**	June 30 2018 Forecast
Invested in Tangible Capital Assets							
Net Book Value of Tangible Capital Assets	$ 3,912,079	$ 4,123,438	$ 4,468,330	$ 1,826,543	$ 748,329	**$ 5,201,652**	$ 4,672,695
Less: Debt owing on Tangible Capital Assets	$ 333,739	$ 455,367	$ 120,046	$ -	$ 126,893	**$ 328,474**	$ 211,913
	$ 3,578,340	$ 3,668,071	$ 4,348,284	$ 1,826,543	$ 875,222	**$ 4,873,178**	$ 4,460,782
External Contributions to be Held in Perpetuity	$ -	$ -	$ -	$ -	$ -	**$ -**	$ -
Internally Restricted Operating Surplus							
Capital Projects and Board Appropriated Training:							
Designated for Tangible capital asset expenditures	$ -	$ -	$ -	$ -	$ -	**$ -**	$ -
Capital Purchase Appropriation	$ 103,025	$ 103,025	$ 103,024	$ -	$ -	**$ 103,025**	$ -
Building Capital Appropriation	$ 475,000	$ 175,000	$ 98,623	$ -	$ -	**$ 175,000**	$ -
Building/Equipment Maintenance Appropriation	$ 5,863	$ 1,607	$ 1,608	$ -	$ -	**$ 1,607**	$ -
IT Appropriation	$ 100,838	$ 21,131	$ 21,130	$ -	$ -	**$ 21,131**	$ -
Training & Education Appropriation	$ 19,659	$ 19,659	$ 19,659	$ -	$ -	**$ 19,659**	$ -
	$ 704,385	$ 320,422	$ 244,044	$ -	$ -	**$ 320,422**	$ -
Other:							
Other Ministries Restricted for Programs	$ 598,830	$ 557,313	$ (40,050)	$ 354,000	$ 660,569	**$ 250,744**	$ 250,744
Skill Training Allocation	$ 469,299	$ (31,908)	$ (22,171)	$ 2,110,000	$ 2,415,250	**$ (337,158)**	$ -
Sector Partnerships - Northern Labour Market	$ 13,924	$ 8,924	$ 25,851	$ -	$ 5,000	**$ 3,924**	$ 3,924
Adult Basic Education	$ 493,772	$ 290,713	$ 391,033	$ 1,859,000	$ 1,845,000	**$ 304,713**	$ 304,713
Adult Basic Education On Reserve	$ 314,987	$ 263,018	$ 380,208	$ 391,000	$ 875,000	**$ (220,982)**	$ -
ABE Literacy	$ 132,480	$ 138,942	$ -	$ -	$ 85,000	**$ 53,942**	$ -
Northern Skills Training	$ 1,038,043	$ 1,435,645	$ 765,703	$ 1,373,000	$ 2,837,839	**$ (29,194)**	$ -
Northern Health Strategy	$ 551,991	$ 520,764	$ 55,997	$ 360,000	$ 938,849	**$ (58,085)**	$ (58,085)
	$ 3,613,326	$ 3,183,411	$ 1,556,571	$ 6,447,000	$ 9,662,507	**$ (32,096)**	$ 501,296
Unrestricted Operating Surplus	$ 227,834	$ 463,442	$ 103,807	$ 267,501	$ -	**$ 730,943**	$ 70,720
Accumulated Surplus - Northlands College Scholarship Foundation	$ 284,660	$ 173,109	$ 223,726	$ -	$ 12,200	**$ 160,909**	$ 158,209
Total Accumulated Surplus from Operations	$ 8,408,544	$ 7,808,455	$ 6,476,432	$ 8,541,044	$ 10,549,929	**$ 6,053,356**	$ 5,191,007

APPENDIX B- List of Programs

Government of Saskatchewan

Apprenticeship and Workforce Skills Branch
12th floor, 1945 Hamilton St.

Adult Basic Education
Enrollment Management Plan for 2016-17

Post-Secondary Insitution: **Northlands College** **Date Submitted: 1-Jun-16**

Program Background				Partners	Program Information					Program Capacity		ECON Funding		Anticipated Funding Partners		Total
Program Name	Program Level	Location	On-Reserve/ Off-Reserve	Partners	Learner Start Date (dd/mm/yy)	Learner End Date (dd/mm/yy)	Total # of Learner Days	# of Hours per Day	Total Hours	Seat Capacity	# of FLE's	2016-17 ABE Grant Funding [A]	ECON ABE Carry Over Funds Used [B]	K-12 Funding for 18-21 Year Olds [C]	Other Funding [D]	Total Anticipated Program Funding [A+B+C+D]
Ad. Essn. Skills	Levels 1/2	La Ronge	Off-Reserve		29-Aug.-16	30-Jun-17	200	6	1,200	20	34.3	$140,000.00				$140,000.00
Adult 10	Level 3	La Ronge	Off-Reserve		29-Aug.-16	30-Jun-17	200	6	1,200	25	42.9	$130,000.00				$130,000.00
Adult 10	Level 3	Creighton	Off-Reserve		29-Aug.-16	30-Jun.-17	200	6	1,200	20	34.3	$130,000.00				$130,000.00
Adult 10	Level 3	Buffalo Narr.	Off-Reserve		29-Aug-16	30-Jun.-17	200	6	1,200	20	34.3	$130,000.00				$130,000.00
Adult 12	Level 4	La Ronge	Off-Reserve		29-Aug.-16	30-Jun.-17	200	6	1,200	80	137.1	$590,000.00				$590,000.00
Adult 12	Level 4	Creighton	Off-Reserve		29-Aug.-16	30-Jun.-17	200	6	1,200	20	34.3	$135,000.00				$135,000.00
Adult 12	Level 4	Buffalo	Off-Reserve		29-Aug.-16	30-Jun.-17	200	6	1,200	20	34.3	$135,000.00				$135,000.00
Ad. Essn. Skills	Levels 1/2	Buffalo Narr.	Off-Reserve	AB-LIT	29-Aug.-16	30-Jun.-17	200	6	1,200	20	34.3	$140,000.00				$140,000.00
Adult 10	Level 3	Sandy Bay	On-Reserve	PBCN	29-Aug.-16	30-Jun-17	200	6	1,200	20	34.3		$100,000.00		$30,000.00	$130,000.00
Adult 10	Level 3	Southend	On-Reserve	PBCN	29-Aug.-16	30-June.-17	200	6	1,200	20	34.3		$100,000.00		$30,000.00	$130,000.00
Adult 10	Level 3	Desch. Lake	On-Reserve	PBCN	29-Aug.-16	30-Jun.-17	200	6	1,200	20	34.3		$100,000.00		$30,000.00	$130,000.00

Apprenticeship and Workforce Skills Branch
12th floor, 1945 Hamilton St.

Adult Basic Education
Enrollment Management Plan for 2016-17

Post-Secondary Insitution: Northlands College **Date Submitted:** 1-Jun-16

Program Background				Partners	Program Information						Program Capacity		ECON Funding		Anticipated Funding Partners		Total
Program Name	Program Level	Location	On-Reserve/ Off-Reserve	Partners	Learner Start Date (dd/mm/yy)	Learner End Date (dd/mm/yy)	Total # of Learner Days	# of Hours per Day	Total Hours		Seat Capacity	# of FLE's	2016-17 ABE Grant Funding [A]	ECON ABE Carry Over Funds Used [B]	K-12 Funding for 18-21 Year Olds [C]	Other Funding [D]	Total Anticipated Program Funding [A+B+C+D]
Adult 10	Level 3	Pelican Narr.	On-Reserve	PBCN	29-Aug-17	30-Jun-17	200	6	1,200		20	34.3	$110,000.00			$30,000.00	$140,000.00
Adult 10	Level 3	Stoney Rapids	On-Reserve	BLCN	29-Aug.-16	30-Jun-17	200	6	1,200		20	34.3		$160,000.00			$160,000.00
Adult 10	Level 3	La Loche	Off-Reserve		29-Aug.-16	30-Jun.-17	200	6	1,200		20	34.3	$160,000.00				$160,000.00
Summer School	Level 4	La Ronge	Off-Reserve	NST-ABE	29-Aug.-16	30-Jun.-17	200	6	1,200		20	34.3				$60,000.00	$60,000.00
Adult 12	Level 4	CRDN	On-Reserve	CRDN	29-Aug.-16	30-Jun-17	200	6	1,200		20	34.3	$110,000.00			$40,000.00	$150,000.00
Adult 12 (Part)	Level 4	Ile-A-La-Cros.	Off-Reserve	GDI	29-Aug.-16	30-jun.-17	200	6	1,200		20	34.3	$35,000.00				$35,000.00
Adult 10	Level 3	Cumb. House	On-Reserve	CHCN	29-Aug-16	30-Jun-17	200	6	1,200		20	34.3	$115,000.00			$30,000.00	$145,000.00
Adult 10	Level 3	Canoe Narr.	On-Reserve	CLDN	29-Aug-16	30-Jun-17	200	6	1,200		20	34.3	$125,000.00			$25,000.00	$150,000.00
Adult 10	Level 3	Turnor Lake	On-Reserve	BNDN	29-Aug.-16	30-Jun.-17	200	6	1,200		20	34.3	$125,000.00			$25,000.00	$150,000.00
Online High Sch	Level 4	La Ronge	Off-Reserve	NST-ABE	29-Aug.-16	30-Jun-17	200	6	1,200		20	34.3				$110,000.00	$110,000.00
								126	25,200		485	831.4	$2,310,000.00	$460,000.00	$0.00	$410,000.00	**$3,180,000.00**

In the chart below, please enter the total # of programs in each program category planned for 2016-17.

2016-17 Program Delivery Projections	
Levels 1/2	**2**
Level 3	**12**
Level 4	**7**
GED Prep Formal	**0**
GED Prep Informal	**0**
EAL	0
TOTAL	**21**

Comments:

Government of Saskatchewan

Apprenticeship and Workforce Skills Branch
12th floor, 1945 Hamilton St.

Adult Basic Education
Enrollment Management Plan for 2017-18

Post-Secondary Institution: Northlands College **Date Submitted:** 1-Jun-16

Program Details				Partners	Learner Program Length		Program Capacity
Program Name	**Program Level**	**Location**	**On-Reserve/ Off-Reserve**	**Partners**	**Learner Start Date**	**Learner End Date**	**Seat Capacity**
Adult Essential Skills	Levels 1/2	La Ronge	Off-Reserve		28-Aug.-17	29-Jun.-18	20
Adult 10	Level 3	La Ronge	Off-Reserve		28-Aug.-17	29-Jun-18	30
Adult 10	Level 3	Creighton	Off-Reserve		28-Aug-17	29-Jun.-18	20
Adult 10	Level 3	Buffalo Narr.	Off-Reserve		28-Aug.-17	29-Jun-18	20
Adult 12	Level 4	La Ronge	Off-Reserve		28-Aug-17	29-Jun-18	85
Adult 12	Level 4	Creighton	Off-Reserve		28-Aug-17	29-Jun-18	20
Adult 12	Level 4	Buff. Narrows	Off-Reserve		28-Aug-17	29-Jun-18	20
Adult 10	Level 3	Stoney Rapids	On-Reserve	BLFN	28-Aug-17	29-Jun.-18	20
Adult 10	Level 3	Desch. Lake	On-Reserve	PBCN	28-Aug-17	29-Jun.-18	20
Adult 10	Level 3	Turnor lake	On-Reserve	BNDN	28-Aug-17	29-Jun-18	20
Adult 12	Level 4	Southend	On-Reserve	PBCN	28-Aug-17	29-Jun-18	20
Adult 12	Level 4	ERFN	On-Reserve	ERFN	28-Aug-17	29-Jun-18	20
HCAP	Level 4	Buffalo Narr.	Off-Reserve	AE-HT	28-Aug-17	29-Jun-18	20
Adult Essential Skills	Levels 1/2	La Loche	Off-Reserve		28-Aug-17	29-Jun-18	20
							355

In the chart below, please enter the total # of programs in each program category projected for 2017-18.

2017-18 Program Delivery Projections	
Levels 1/2	2
Level 3	6
Level 4	6
GED Prep Formal	0
GED Prep Informal	0
EAL	
TOTAL	**14**

Comments:

Government of Saskatchewan

Apprenticeship and
Workforce Skills Branch
12th floor, 1945 Hamilton
St.

Adult Basic Education
Enrollment Management Plan for 2018-19

Post-Secondary Institution: **Northlands College** **Date Submitted:** **1-Jun-16** Page 4 of 4

Program Details				Partners	Learner Program Length		Program Capacity
Program Name	**Program Level**	**Location**	**On-Reserve/ Off-Reserve**	**Partners**	**Learner Start Date**	**Learner End Date**	**Seat Capacity**
Adult Essential Skills	Levels 1/2	La Ronge	Off-Reserve		27-Aug-18	28-Jun-19	20
Adult 10	Level 3	La Ronge	Off-Reserve		27-Aug-18	28-Jun-19	30
Adult 10	Level 3	Buffalo Narr.	Off-Reserve		27-Aug-18	28-Jun-19	20
Adult 10	Level 3	Creighton	Off-Reserve		27-Aug.-18	28-Jun-19	20
Adult 12	Level 4	La Ronge	Off-Reserve		27-Aug-18	28-Jun-19	90
Adult 12	Level 4	Buffalo Narr.	Off-Reserve		27-Aug-18	28-Jun-19	20
Adult 12	Level 4	Creighton	Off-Reserve		27-Aug-18	28-Jun-19	20
Adult Essential Skills	Levels 1/2	Creighton	Off-Reserve		27-Aug-18	28-Jun-19	20
HCAP	Level 4	Buffalo Narr.	Off-Reserve	AE-HT	27-Aug-18	28-Jun-19	20
Adult 10	Level 3	Patuanak	On-Reserve	ERFN	27-Aug-18	28-Jun-19	20
Adult 10	Level 3	Black Lake	On-Reserve	BLFN	27-Aug.-18	28-Jun-19	20
Adult 12	Level 4	Turnor Lake	On-Reserve	BNDN	27-Aug-18	28-Jun-19	20
Adult 12	Level 4	La Loche	On-Reserve	CRDN	27-Aug-18	28-Jun-19	20
Adult 10	Level 3	Sandy Bay	On-Reserve	PBCN	27-Aug-18	28-Jun-19	20
Adult 10	Level 3	Pelican Narr.	On-Reserve	PBCN	27-Aug-18	28-Jun.-19	20
Adult Essential Skills	Levels 1/2	Buff. Narr.	Off-Reserve		27-Aug-18	28-Jun.-19	20
Adult 12	Level 4	Cumb. House	On-Reserve	CHCN	27-Aug-18	28-Jun-19	20
							420

In the chart below, please enter the total # of programs in each program category projected for 2018-19.

2018-19 Program Delivery Projections	
Levels 1/2	3
Level 3	7
Level 4	7
GED Prep Formal	0
GED Prep Informal	0
EAL	
TOTAL	**17**

Comments:

Skills Training Allocation - Program Management Form

Program Year: 2016-2017

Northlands College — Post-Secondary Delivery Institution

01/06/2016 — Date (yyy/mm/dd)

Program Name	Location	Start Date	End Date	# of Course Days	Course Capacity	STA Cost	Total Course Cost	Projected Funding Sources
Institutional Cooking	Buffalo Narrows	2016 sept	2017 feb	100	15	85,461	130,209	
Food Service Cook	Buffalo Narrows	2017 march	2017june	60	12	110,000	110,000	
Tri-Trades	Buffalo Narrows	2016 sept	2017 feb	100	12	225,000	315,000	
Welding Certificate	Buffalo Narrows	2016 sept	2017 apr	170	12	231,000	315,000	
Early Childhood Education	La Ronge	2016 sept	2017 june	190	12	135,000	220,000	
Plumbing	Pelican Narrows	2016 sept	2017feb	90	15	120,000	210,000	NCBR
Early Childhood Education	Pelican Narrows	2016 sept	2017 june	190	15	136,489	215,000	NCBR
Office Administration	Creighton	2016 sept	2017may	160	15	162,500	260,000	
Welding Certificate	La Ronge	2016 sept	2017 may	170	12	231,000	315,000	
Electrician Applied certificate	La Ronge	2016 sept	2017 feb	100	12	154,800	210,000	
Early Childhood Education	Cumberland	2016 sept	2017 june	190	12	130,000	220,000	
Plumbing & Pipefitting	La Ronge	2016 sept	2017feb	90	12	162,000	210,000	
Continuing Care Assistant	La Ronge	2016 sept	2017 may	150	15	202,000	267,000	
Primary Care Paramedic	La Ronge	2016 sept	2017june	200	12	150,000	365,000	
Broadcast/Media Training	La Ronge	2017 sept	2017 may	175	12	180,000	180,000	
TOTAL					**195**	**2,415,250**	**3,542,209**	

STA-03b

Skills Training Allocation - Program Management Form

Program Year: 2017-2018

Northlands College — 01/06/2016

Post-Secondary Delivery Institution — Date (yyy/mm/dd)

Program Name	Location	Start Date	End Date	# of weeks	Course Capacity	Projected STA Cost	Projected Total Course Cost
Institutional Cooking	Buffalo Narrows	2016 sept	2017 feb	100	15	85,461	130,209
Food Service Cook	Buffalo Narrows	2017 march	2017june	60	12	110,000	110,000
Tri-Trades	Buffalo Narrows	2016 sept	2017 feb	100	12	225,000	315,000
Welding Certificate	Buffalo Narrows	2016 sept	2017 apr	170	12	231,000	315,000
Early Childhood Education yr 1	La Ronge	2016 sept	2017 june	190	12	135,000	220,000
Plumbing	Pelican Narrows	2016 sept	2017feb	90	15	120,000	210,000
Mental Health & Addictions	Pelican Narrows	2016 sept	2017 june	190	15	136,489	215,000
Office Administration	Creighton	2016 sept	2017may	160	15	162,500	260,000
Welding Certificate	La Ronge	2016 sept	2017 may	170	12	231,000	315,000
Mental Health & Addictions	Stoney Rapids	2016 sept	2017 feb	100	12	154,800	210,000
Early Childhood Education yr1	Stoney Rapids	2016 sept	2017 june	190	12	130,000	220,000
Plumbing & Pipefitting	La Ronge	2016 sept	2017feb	90	12	162,000	210,000
Continuing Care Assistant	La Ronge	2016 sept	2017 may	150	15	202,000	267,000
Primary Care Paramedic	La Ronge	2016 sept	2017june	200	12	150,000	365,000
Broadcast/Media Training	La Ronge	2017 sept	2017 may	175	12	180,000	180,000
TOTAL					**195**	**2,415,250**	**3,542,209**

Government of Saskatchewan

Skills Training Allocation - Program Management Form

Program Year: 2018-2019

Northlands College
Post-Secondary Delivery Institution

2016/06/01
Date (yyy/mm/dd)

Program Name	Location	Start Date	End Date	# of weeks	Course Capacity	Projected STA Cost	Projected Total Course Cost
Institutional Cooking	Buffalo Narrows	2016 sept	2017 feb	100	15	85,461	130,209
Food Service Cook	Buffalo Narrows	2017 march	2017june	60	12	110,000	110,000
Tri-Trades	Buffalo Narrows	2016 sept	2017 feb	100	12	225,000	315,000
Welding Certificate	Buffalo Narrows	2016 sept	2017 apr	170	12	231,000	315,000
Early Childhood Education	La Ronge	2016 sept	2017 june	190	12	135,000	220,000
Plumbing	Pelican Narrows	2016 sept	2017feb	90	15	120,000	210,000
Early Childhood Education	Pelican Narrows	2016 sept	2017 june	190	15	136,489	215,000
Office Administration	Creighton	2016 sept	2017may	160	15	162,500	260,000
Welding Certificate	La Ronge	2016 sept	2017 may	170	12	231,000	315,000
Electrician Applied certificate	La Ronge	2016 sept	2017 feb	100	12	154,800	210,000
Early Childhood Education yr1		2016 sept	2017 june	190	12	130,000	220,000
Plumbing & Pipefitting	La Ronge	2016 sept	2017feb	90	12	162,000	210,000
Continuing Care Assistant	La Ronge	2016 sept	2017 may	150	15	202,000	267,000
Primary Care Paramedic		2016 sept	2017june	200	12	150,000	365,000
Broadcast/Media Training	La Ronge	2017 sept	2017 may	175	12	180,000	180,000
TOTAL					**195**	**2,415,250**	**3,542,209**